

RFP - EXHIBIT A

SCOPE OF WORK

I. Overview:

The Michigan State Housing Development Authority ("Authority") is seeking an individual or firm that is authorized to do business in Michigan. The Main Street Center @ MSHDA is looking for a downtown revitalization consultant to assist with up to six (6) communities in creating a downtown market and action strategy revitalization plan. The program, Downtowns of Promise, is a new program.

The Michigan Main Street Center @ MSHDA is the unit of the Michigan State Housing Development Authority ("Authority") who is seeking an individual/firm to conduct an action strategy revitalization plan.

The Downtowns of Promise initiative nurtures downtown and near-downtown neighborhoods that are mixed use, pedestrian-friendly, safe and clean, diverse, densely populated, and function 24/7. The goal is to ensure Michigan communities are attractive places to live, raise a family and start and grow a business. In order for the state's overall economy to succeed, its traditional downtowns or traditional commercial neighborhood districts must gain population, generate business opportunities, and attract private investment.

In a continuing effort to impact the development and revitalization of Michigan's traditional downtowns and traditional commercial neighborhood districts, the Authority and the Michigan Municipal League (MML) are offering the Downtowns of Promise program. This program produces, through a market-based approach, an action-oriented strategy for downtown revitalization activities. The process itself, perhaps, should be as important as the final product, generating unique and new community energy, public support, political support and business support for a community's traditional downtown or traditional commercial neighborhood district. revitalization efforts. The action strategy report should lead a community toward a path of 3-5 year downtown revitalization activity that creates new private jobs, private investment, and housing opportunities and SEV increases in the community's downtown (Blueprint) area.

The Authority seeks the services to help provide the product of a downtown market study and analysis in the areas of commercial, office and residential (especially tailored to urban, high density possibilities). The expectation is that the community and public will be involved in all aspects of developing the end product. The consultant will also provide specific action/implementation steps for revitalization. Downtown development plans for each community need to be tailored to the individual character and needs of each traditional downtown or traditional commercial neighborhood district, but all 8 plans must also have a consistent format and philosophy.

It is expected that the traditional downtown or traditional commercial neighborhood district action plan will be very inclusive in nature and will address, among other issues, public and private infrastructure needs, local organizational capacity issues, use of state economic revitalization tools, a residential, office and retail market analysis, timelines and task

assignments, and local business assistance plans. The plan must be action oriented and “how to” focused

II. Objectives, Tasks & Activities, and Deadlines:

A. Objectives. To successfully perform the services described in Section I above, the "Contractor" must satisfy the following objectives:

- a. Consultant will provide a downtown market study and analysis of areas of commercial, office and residential needs of each community.
- b. Community and public will be involved in all aspects of developing the end product.
- c. Consultant will provide specific action/implementation steps for revitalization.
- d. Downtown development plans for each community need to be tailored to the individual characteristics and needs of each traditional downtown or traditional commercial neighborhood district. All plans must also have a consistent format and philosophy.
- e. It is expected that the traditional downtown or traditional commercial neighborhood district action plan will be very inclusive in nature and will address, among other issues, public and private infrastructure needs, local organizational capacity issues, use of state economic revitalization tools, a residential, office and retail market analysis, timelines and task assignments, and local business assistance plans. The plan must be action oriented and “how to” focused.

B. Activities/Responsibilities Necessary to Complete Scope of Work.

To achieve the objectives, the "Contractor" shall perform the following activities/tasks:

The following is a preliminary statement of the major tasks involved for developing the end product of this project. The Contractor is not, however, constrained from supplementing this listing with additional steps, sub-tasks or elements deemed necessary to permit the development of alternative approaches or the application of proprietary analytical techniques.

- a. Devise a uniquely energetic community process that ultimately leads to the creation of an enthusiastic implementation of the downtown revitalization plan.
- b. The Contractor shall plan and conduct an orientation meeting for up to six (6) communities in February, 2010.
- c. Contractor will produce an innovative downtown market analysis in the area of residential, commercial and office needs for up to six (6) communities in the State of Michigan during the contract period. The expectation is that the community and public will be involved in all aspects of developing the end product. With consultant analysis of data and trends, the plan will offer specific action/implementation steps

for downtown revitalization tailored to the individual character and needs of each traditional downtown or traditional commercial neighborhood district. However, all plans must also have a consistent format and philosophy.

- d. Provide for each community a “how to” proposal for successful revitalization of that community’s traditional downtown or traditional commercial neighborhood district..
- e. The downtown revitalization action plan should be very inclusive in nature and address, among other issues, public and private infrastructure needs, organizational capacity issues, use of state economic revitalization tools, a residential, office and retail market study and analysis, timelines and task assignments, and local business assistance plans.
- f. The plan must be action oriented and “how to” focused.
- g. **The Contractor will be assisted in these duties by each community meeting or completing the following:**
 - 1) Have an eligible traditional downtown or traditional commercial neighborhood district.
 - 2) Provide a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the targeted area.
 - 3) Provide a community profile, specifically of the proposed downtown/traditional area and include pictures, maps and definition/outline of the targeted area.
 - 4) Provide letters of commitment from as wide a variety of stakeholders both inside and outside the targeted area as possible.
 - 5) Show an organizational chart of all local agencies involved in downtown or traditional center of commerce re-development efforts. Specifically identify the lead agency for implementation of the strategic study.
 - 6) Develop a needs assessment of the proposed downtown or traditional center of commerce area.
 - 7) The community must be prepared to put together a long term, diverse revitalization taskforce that will assist the consultant during the planning process and serve as an advisory, monitoring and reporting vehicle for five (5) years of plan implementation.